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Management System Guidance

ISO 14001:2026 & ISO 45001:2018

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Management System Guidance

ISO 14001:2026 & 45001:2018

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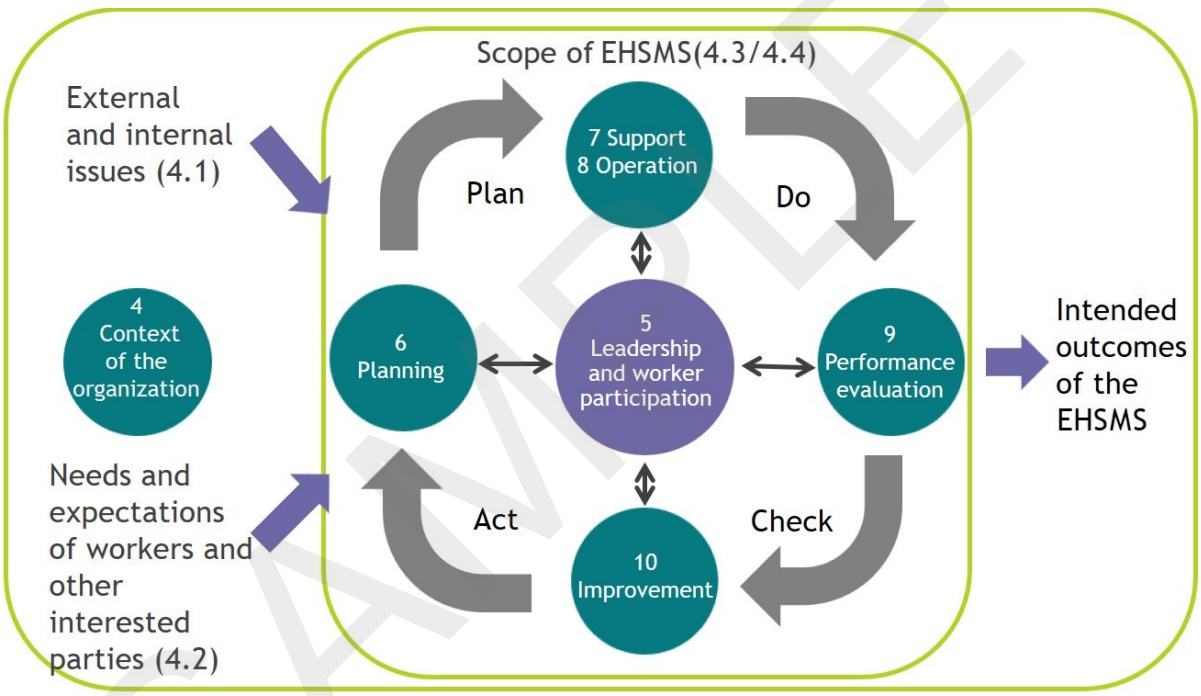
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1 Introduction

The purpose of this document is to outline a potential integrated management system to meet the requirements of ISO 14001:2026 and ISO 45001:2018+A1:2024. The integrated management system is designed to be implemented to function within current business practices and serves as an effective tool to help your business grow and improve.

The application of the integrated management system is scalable and generic; regardless of the size and type of organization. The elements that form a typical the EHS management system are the same; please refer to the figure below. The primary goal is to achieve a set of consistent processes that provide a route for enhancing environmental and OH&S performance, mitigation uncertainty and providing meaningful data for continuous improvement activities.



You may decide to keep your current environmental and health & safety management systems and simply amend them where necessary. Some of you may take this as an opportunity for a complete revamp of the management system.

Both courses of action are entirely reasonable, and this guidance document will guide you through what the essential elements that you need to address in order become certified.

The integrated management system includes the processes and procedures required to achieve compliance to environmental and health and safety requirements, as well as, highlight their interaction with other support processes.

Top management must take responsibility for leadership, commitment and take active involvement for developing and maintaining the management system. It is necessary to have well defined processes, both operational and support, to be able to control environmental aspects and OH&S risks. Environmental and OH&S performance has to be measured and analyzed so that the organization can be improved continually.

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3. An appropriate budget is made available.

Understand why your organization is implementing an integrated management system. Is it because a client or the market requires you to register? Is it for internal benefits? Is the motivation coming from top management? Whatever the reasons for implementation, keep them visible during the implementation project as this helps to retain commitment and to maintain focus on the end goal.

It will no longer be appropriate to have one representative driving the EHS management system on behalf of the rest of the organisation. Top management is accountable for the success of the EHS management system and as such should lead, promote and direct others to ensure it drives environmental, health, safety and business benefits.

Top management can be one or more people but must have cross-functional influence in order to integrate the EHS management system with current business processes and to ensure compatibility with your organization's strategic direction.

The first step in engagement could be to brief your senior team on the changes. Attendance should be encouraged as failure to transition effectively could mean the loss of the ISO accreditation certificates. However, on a more positive note, for many organizations the new standards could act as a watershed moment where the environment plays a significant part in generating value for your organization.

Engagement can be further enhanced by reviewing the environmental and safety achievements of your organization. These are often greater and broader than expected because the initiatives are categorised under economic rather than environmental or safety improvement. This realisation builds commitment to do more. By developing engagement, the senior team are more likely to contribute to the other changes such as the context review and stakeholder analysis.

2.3 Implementation Team

Top management should consider creating an Implementation Team to assist in developing the new management system. This decision should be based on the size of the organization or facility that will be implementing the EHS management system.

This team should consist of key individuals from various divisions, departments, and operating work areas from within your organization who are familiar with the facility and the various processes within. Diversity among team members will bring together a pool of expertise and ideas from which to develop and implement the EHS management system.

One of the key moments in the implementation process is defining the individual responsibilities of management and employees for the introduction of different elements into current working process.

That is why the most experienced employees from the company should be involved in this process.

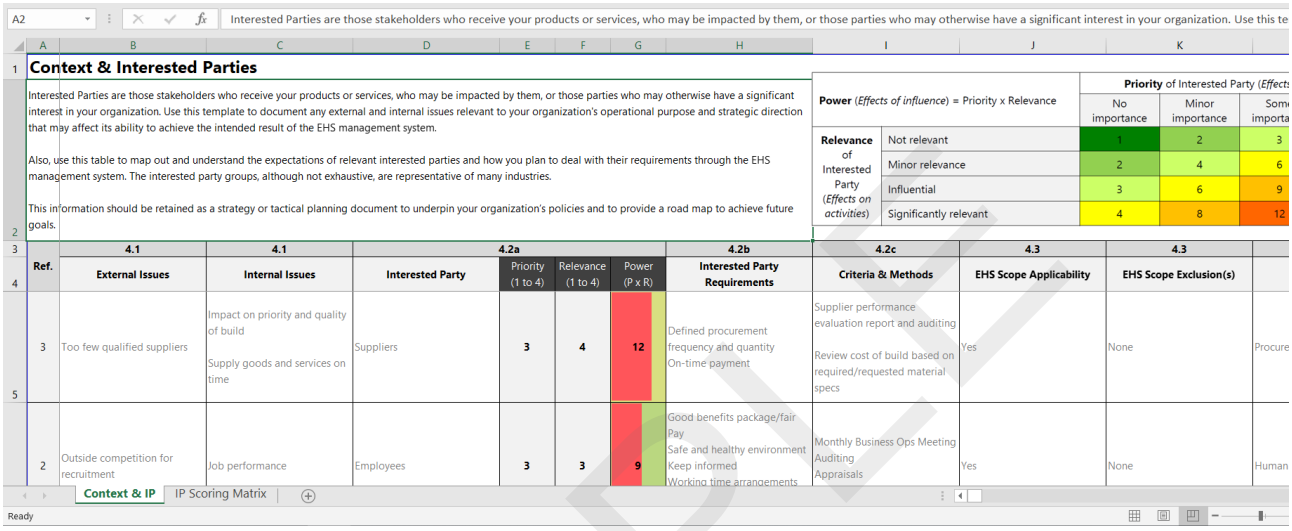
Following this methodology, a team of experienced and engaged key personnel should be formed at the beginning of the implementation process.



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The needs and expectation of interested parties can initially be captured using the *Context & Interested Parties Matrix*. Using this template, the respective Departmental Managers should identify and list the needs and expectations of any interested parties in relation with their department that may have potential impact on the achievement of your organization's objectives and policy, and the conformity of our management system.

Figure 1: Capturing Context & Interested Party Requirements



Also, use this table to map out and understand the expectations of relevant interested parties and how you plan to deal with their requirements through the management system. This information should be retained as a strategy or tactical planning document to underpin your organization's policies and to provide a road map to achieve future goals.

Based on the scoring output, consider and implement handling approaches, defined in the tables below, to manage and comply with the needs and expectations of our interested parties.

The *Context & Interested Parties Matrix* should be reviewed by Top management for acceptance and incorporation into the management system via addition to the scope, or incorporation into operational activities, process controls, hazard and aspect registers, risk and opportunity registers, and legal and compliance registers.

The *Context & Interested Parties Matrix* ranks the interested parties according to their degree of Priority and their Relevance (1 low, 4 high) to current objectives, policies and compliance obligations. The spreadsheet multiplies these scores to generate an overall Power score that represents the Risk Priority Number (RPN) that is used to prioritize the adoption of any relevant need or expectation.

1. **Relevance** – effects upon organizational activities;
2. **Priority** – effects on decisions the organization makes;
3. **Power** – combined effects of influence the interested party has (Risk Priority Number RPN).

Interested Party Scoring Matrix

Power (*Effects of influence*) = Priority x Relevance		**Priority** of Interested Party (*Effects on decisions*)			
		No importance	Minor importance	Some importance	Major importance
Relevance of Interested	Not relevant	1	2	3	4
	Minor relevance	2	4	6	8

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Party (*Effects*	Influential	3	6	9	12
	Significantly relevant	4	8	12	16

Action Matrix

Score	**Power** of Interested Party (*Effects on decisions*)		
	Description	Strategy	Objectives
1 to 3	Low relevance with low importance	Monitor interest	Detect opportunities from growing interest
4 to 6	Low relevance with high importance	Keep satisfied	Build interest, monitor for changes
7 to 11	High relevance with low importance	Keep informed	Maintain interest, monitor for changes
12 to 16	High relevance with high importance	Manage closely	Maintain support, monitor for changes

Communicating with stakeholders, particularly in relation to legal and compliance obligations is vital. Communication with stakeholders should be based on performance data generated by your organization's EHS management system, which will require robust monitoring and measurement to ensure that the data is reliable.

You should ensure that the monitoring and measurement processes are included in the internal audit programme so your organization can assure itself that the checking processes and validated and that the data it is communicating is accurate.

4.3 Management System Scope

You will need to verify that your organization's scope exists as documented information (which may be in the form of a Manual) in accordance with Clause 7.5.1a. Verify that the organization's scope has been established in consideration of organization's boundaries and applicability of the EHS management system.

There is now essentially a process by which a scope must be determined; simply declaring a scope and excluding activities, products or services without evaluating the new considerations is not acceptable. Evaluate the process by which the scope was determined and review any process or procedure if present. The lack of documented processes will require more reliance on objective evidence from interviews.

Look for confirmation that your organization has determined the boundaries and applicability of the EHS management system to establish its scope with reference to any external and internal issues referred to in 4.1 and the requirements of relevant interested parties referred to in 4.2. The scope of your EHS management system may include the whole of the organization, specific and identified functions within the organization, specific sections of the organization, or one or more functions across a group of organizations.

1. Has your organization determined the boundaries and applicability of the EHS management system to establish its scope?
2. Has your organization effectively considered the following prior to determining the scope of the EHS management system?
3. Has your organization effectively considered the extent of its control and influence, context, external and internal issues, compliance obligations, physical and functional boundaries, activities, products and services?

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3. Reviewing the availability of resources and information required to operate and support associated activities, including appropriate training and competency of personnel;
4. Reviewing the process-based management techniques, including the examination of process measures (e.g., energy and water use per unit, waste generated, emissions, incident rates, control limits);
5. Reviewing plans in place to ensure performance objectives/targets are monitored, measured, and analyzed in order to realize the planned activities and achieve the planned results (e.g., verify performance information, percentage of waste recycled, lost time injury frequency rate);
6. Promoting continual improvement by reviewing actions taken when objectives/targets are not met;
7. Pursuing audit trails addressing interested party concerns or requests for corrective actions, performance against objectives, and relevant process controls.

4.4.1 Identifying Processes

Use the *Process Matrix* worksheet to align the clauses and requirements of ISO 14001:2026 and ISO 45001:2018+A1:2024 to the processes within your organization. The *Process Matrix* provides a very convenient overview of all the processes that make up your management system. Defining the sequence and interaction of processes is also a requirement.

This process matrix itself can satisfy this requirement.

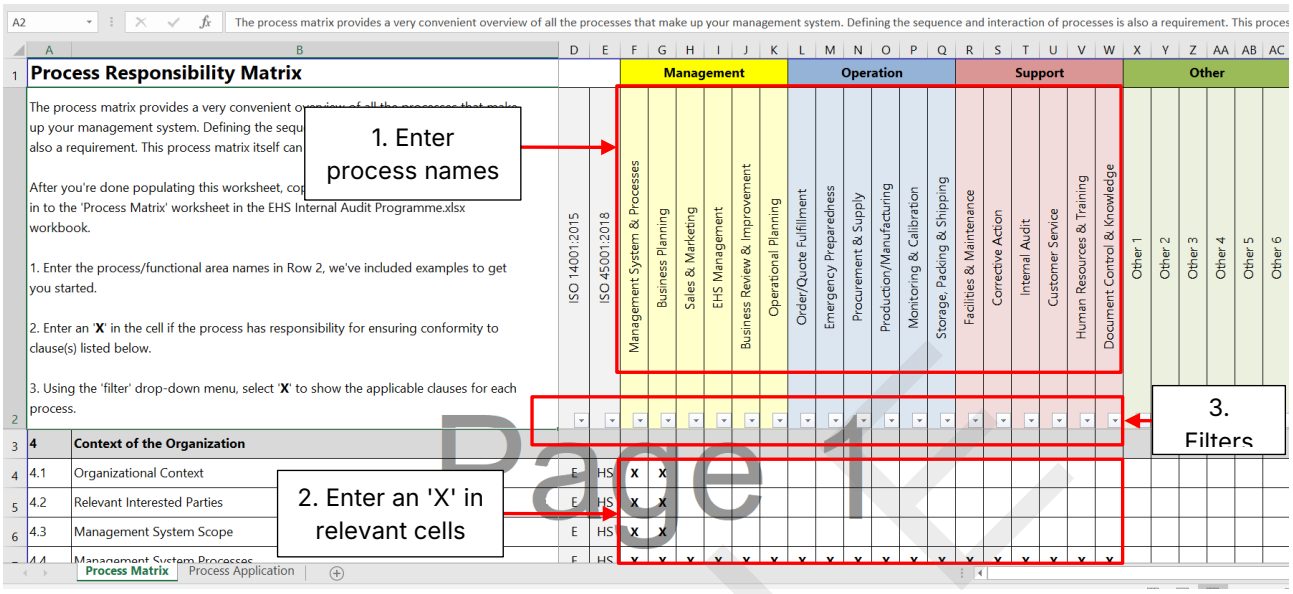
1. Enter the process/functional area names in Row 2, we've included examples to get you started. We've set the spreadsheet up with three primary process groups to denote their sequence.
2. Enter an 'X' in the cell if the process has responsibility for ensuring conformity to clause(s) listed below. Where one or more process shows an 'X' in the same row as the requirement, this indicates an interaction between processes.
3. Using the 'filter' drop-down menu, select 'X' to show the applicable clauses to each process.
4. After you're done populating this worksheet, copy columns 'F' to 'AC', and paste them in to the 'Process Matrix' worksheet in the *Internal Audit Programme* workbook.

A good way to do this is to think about how workflows flow through your organization. Consider how the inputs and outputs to the key processes flow from one process to the next, what sub-processes might exist within it and how the support processes link in. For now, ignore the standard, in fact put it in a draw and forget it exists. Instead focus on your key processes and how the departments interface with each other.

Certification auditors will expect to see a process model that explains the key processes of the business and how each relates and links to the others. The depth of process explanation may be as detailed as your company chooses but should be based on its compliance obligations and applicable regulatory or statutory requirements, the nature of its activities and its overall corporate strategy.

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Figure 2: Process Matrix Example



1. **Management** processes form the backbone of the management system and the business itself;
2. **Operation** processes are the steps that you go through to deliver your products and services, e.g. from purchasing through to production and delivery;
3. **Support** processes do not contribute directly to your products and services but do help the key processes to deliver them. Support processes include often human resources, finance, document control, training and facilities maintenance, etc.

4.4.2 Sequence & Interaction

The auditor must see evidence that the organization has determined their processes and that the interactions are also defined, all within the integrated manual. Subsequently, this includes the actual and technical inputs and outputs of the processes to show their inter-relationship.

Use the *Process Application* worksheet to assign requirements to relevant functions, processes, departments and teams to show how your organization establishes, implements, maintains and continually improves its management system, its processes and their interactions, in accordance with the requirements of ISO 14001:2026, Clause 4.4 and ISO 45001:2018+A1:2024 Clause 4.4.

The completed *Process Matrix & Application* workbook forms the basis for programming internal audits as well as becoming a roadmap to the entire management system that allows internal and external personnel to clearly understand how our organization's processes fit together by:

1. Identifying the processes needed for the EHS management system, including their sequence and interaction;
2. Ensuring effective operation and control of the processes, e.g., defined process requirements, defined roles, required competencies, associated training or guidance material;
3. Ensuring inputs and outputs from each of the identified processes, together with assignment of responsibilities and authorities e.g., process owner, Champions and process users;
4. Ensuring effective operation and control of the identified processes, e.g., process monitoring indicators, process performance indicators, target setting, data collection, performance trends and internal/external audit results.
5. Demonstrating arrangements for process governance e.g., process owner reviews, process councils, flight deck/dashboards, risks and opportunities relating to the process, resource needs, user training/competency and continual improvement initiatives.

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